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Director of Central Intelligence

12 December 1949

Executive

Training Organization

1. Attached is a recommendation from the Management Officer covering the organization, personnel staffing, and organizational placement of a revised Training Staff to conduct the training required to support the operations of OSO and OPC.

2. a. The recommended organizational structure and personnel staffing are concurred in by the Assistant Directors for Special Operations and Policy Coordination.

b. (1) The recommendation that the complete training organization be placed in the Office of Special Operations under the direct supervision of the Assistant Director for Special Operations is concurred in by [REDACTED]

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(2) The Assistant Director for Policy Coordination recommends that the training organization not be included in the table of organization of either Office, but that it be, in effect, a separate organization reporting to and under the combined supervision of both Assistant Directors.

3. a. It is a basic and well demonstrated principle of organization that no supervisor should be serving two masters, and that command by committee either lessens or nullifies effectiveness. This principle was recognized by the Director in a previous decision to place the responsibility for conducting all combined OSO/OPC basic training on the Assistant Director for Special Operations.

b. We have an exactly similar situation in the Communications, Operational Aids and Counter-Espionage fields. Each is essential support to the operations of both OSO and OPC, but each is the direct operational responsibility of the Assistant Director for Special Operations who is charged with meeting the requirements of both Offices.

4. There are three possible and logical solutions to this overall problem, none of which involves the unsatisfactory dual control principle.

a. Continue these types of operational support functions under the direct supervision of the Assistant Director for SO, including training.

b. Transfer their supervision to the Assistant Director for Policy Coordination, giving him complete responsibility for support of OSO in these fields.

c. Establish a separate operational support staff under the supervision of a staff chief responsible to the Director and charged with overall operational support of CIA in the fields indicated.

5. a. In my opinion, the alternative indicated in paragraph 4c above is the most logical and one which we must eventually come to if OSO and OPC continue to be separate offices. However, pending further decision on this problem (separate status vs. amalgamation) this is probably not the time to consider this solution.

b. The next best solution appears to be to continue the Assistant Director for Special Operations in control of these operational support functions, including training, with continued responsibility to meet the needs of OPC in each field. This is based primarily on the fact that OSO has some years of experience in carrying out these functions and is better qualified than OPC to supervise them.

6. a. The proposed personnel staffing of the revised training organization is indicated below:

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Appro

b. The overall increase of 31 civilian positions is adequately supported, and is concurred in by the Management Staff after several weeks of study and direct assistance in developing the organization and staffing requirements.

7. Recommend:

- a. Approval of the organization.
- b. Approval of the personnel requirements, all grades being subject to appropriate classification review.
- c. Placing the entire Training Division in the Table of Organization of OSO and responsibility on the Assistant Director for Special Operations for adequate training support of OFC.

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